

The Pilot Program

A Professional Development Program for Arts Administrators

Why a Professional Development Program?

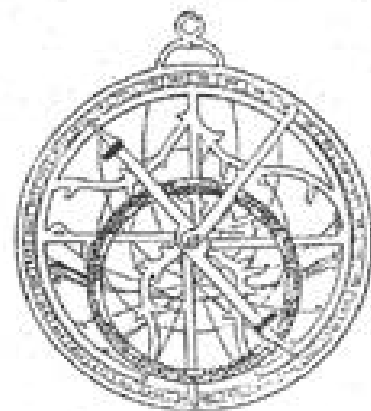
For the past half century, community arts and community cultural organizations have taken an increasingly prominent role in the cultural development of the communities they serve. Yet, despite this influence, little has been done to provide consistent, in-depth, and relevant organizational and leadership development opportunities to prepare individuals to serve in the paid and non-paid community arts administrative positions in these organizations. This is especially true for those individuals working in rural and small communities.

Extensive research and field studies with community cultural developers over the past ten years point to one recurring reality: most community arts administrators, especially those who live in and work with rural and underserved communities, did not choose this career track and have little if any academic/professional training

to prepare them for the community arts development work they now do. And, unfortunately, our current delivery system for help in this area is limited to conferences and workshops that are limited to covering a very small range of issues, focusing mostly on skill development. In addition, research has shown that, if given the opportunity, community arts developers are willing to commit the time and resources to acquire the necessary knowledge and skill competencies to assist them in the work they do.

One final outcome of professional and organizational research in the field is the reality that individuals who fill paid and non-paid positions in these community-based organizations, often find themselves in positions where they end up doing most of the work, rather than supervising volunteers to do the

work. What is needed is to re-orient these individuals and organizations to understand the role of the administrator less as the "captain" of an organization and more of the "navigator" or "pilot," providing the direction and resource support to assist the organization in accomplishing its mission and vision. The title, *The Pilot Program* conveys these goals.



Sponsored with Funds from the NEA Challenge America Program and Community/
State Partnership Program of the Utah Arts Council in partnership with
The Front Porch Institute

What is the Pilot Program?



Members of the Springdale field study discuss common issues of arts administrators. Picture by Jeri Openshaw

The Pilot Program is a two-year leader training and professional development certificate program that enhances professional capacity of paid and non-paid arts administrators. The program is committed to create a development model that is philosophically based, theory driven and practice oriented, providing the opportunity for comprehensive training of the

individuals involved in the program.

In September 2000, the Utah Arts Council and The Front Porch Institute co-sponsored a field study retreat in Springdale, Utah, with representation from twelve arts organizations throughout the state to assess the professional development needs of community arts and cultural

leaders. The retreat brought many important issues to light that directed the design of this program.

Participation and organizational commitment are important in the implementation of this program. This participation will be encouraged by offering a certification endorsed by the Utah Arts Council and other partners.

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How will the Program be Implemented?

The Community/State Partnership program will be the lead program at the Utah Arts Council in implementing this project in partnership with The Front Porch Institute. Participants in the field study affirmed the need for regional training sessions for an extensive period of time with the same participants. This enables a continuity of training as well as provides a peer and trainer support network for the participants. Quarterly 2-day leadership

training and professional development sessions will be held throughout the state for a period of two years. The training will be enhanced between sessions through continuous electronic communication with tutorials, peer mentoring and “shadow” facilitation by the co-directors. This method will allow participants to have access to immediate feedback as they adapt newly acquired skills and

methods to their daily routine and challenges. Nationally recognized guest trainers will be brought in periodically throughout the two-year training. The typical session will consist of Thursday evening training, Friday all day training and Saturday morning, allowing before and after travel time. The program will pay for all food and lodging costs, some travel, and educational materials.



Patrick Overton, Ph.D., Director of The Front Porch Institute will be the Program Co-Director

Who are the Key Partners in the Pilot Program?

Program Co-Director:

Anna Boulton, Utah Arts Council Community/State Partnership Program Coordinator

Program Co-Director:

Patrick Overton, Ph.D., Director
The Front Porch Institute

Primary Program Partners:

Utah Arts Council, Salt Lake City, Utah (lead agency)
The Front Porch Institute, Astoria, Oregon

What is the Program Curriculum?

The Curriculum will consist of three components:

◆ Teaching

Courses to help professionals understand the history, philosophy, and theory of community arts.

◆ Training

Workshops/seminars to develop skills associated with being a practicing professional in the community arts/cultural development field.

◆ Development

Creation of a network of professionals including, but not limited to creation of state/regional/national association(s) to promote professionalism in community arts administration.

The Projected Curriculum for the eight sessions will include the following:

I. Building Professional Capacity:

- ◆ Leadership Development: Leadership theories, philosophy, styles; Leadership and Non-Profit Organizational cultures, and Organizational Team-Building.
- ◆ Identification of Professional Competencies: Communication—intra/inter/group/organizational, self-perception, language, non-verbal and listening.
- ◆ Management: Volunteer development, organizational team building, planning/cultural assessment skills, conflict resolution skills, marketing/public relations, promotion, advocacy, handling stress, and time management.
- ◆ Development of a Professional Network

II. Building Organizational Capacity:

- ◆ Identification of organizational values/vision/mission
- ◆ Development of organizational human and financial capital
- ◆ Development of organization standards and ethics
- ◆ Development of organizational plan
- ◆ Development of organizational network

III. Building Community Capacity:

- ◆ Strengthening community cultural capacity through Community Conversations
- ◆ Development of community cultural alliances/partnerships
- ◆ Cultural assessment and cultural planning
- ◆ Effective advocacy of cultural community contributions
- ◆ Development of individual artists resources (and artists as community resources)

Because of the Pilot Program's commitment to the idea that effective communication is essential, competency in this area will be woven throughout the entire training curriculum...

Proposed Program Outcomes:

1. Build organizational and community capacity through leadership training and professional development for paid and non-paid staff.
2. Enhance professional development by identifying the profession of community arts/cultural development and the subsequent skills necessary for work in this field.
3. Develop a model for building organizational and community capacity, focusing particularly on rural and small community cultural organizations.

How Can I Participate in The Pilot Program?

Participants will be selected using an application process. The reasons for this are varied. We want to be sure and focus on rural and underserved areas and at the same time offer the benefits of a diverse peer group. For a copy of the application, visit our website or call Anna Boulton at 801-236-7546.

Because we are committed to increasing organizational capacity through effective communication, two of the four sessions in the first year require a member of your board or staff to participate with you. This will not increase the cost of participation and will greatly enhance the board support you receive throughout the training. We are also assessing a nominal fee

based upon the annual income of your organization. Please let us know if this is a problem. If you are selected to participate this year, please check your schedule with the Pilot Program's and be sure and secure those dates for the upcoming year. It is imperative that you commit to participating for the full training in order to receive certification.

2001-2002 Schedule

Sept. 20-22, 2001
Location TBA

Nov. 15-17, 2001
Location TBA

**April (conference),
2002**
Salt Lake City

June 2002
Location TBA

How Much Does it Cost to Participate?

The majority of the costs are being paid by the Utah Arts Council through a grant from the NEA Challenge America Program. However, in order to increase individual and organizational accountability, a fee will be assessed according to the organization's annual income. The program will cover all costs of food and lodging as well as a travel stipend for participants traveling over 100 miles from the site.

Fee Structure

Organizations with annual budget:

Under \$10,000.....	\$100 annual fee
\$10,000—50,000.....	\$150 annual fee
\$50,000—100,000.....	\$250 annual fee
Over \$100,000.....	\$350 annual fee



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"...cultural organizations provide opportunities for communities to identify, conserve, transmit and celebrate their core cultural values. It is a driving core value of this program that increasing professional capacity of individuals who serve these organizations contributes directly to the ability of these organizations to invite citizens in their communities to engage in the democracy of civil discourse, thus adding to the development of community capacity".....Patrick Overton

The Front Porch Institute



Look for more information on our website
www.arts.utah.org

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